



building assets

Commissioner's Perspective



Growing on the Job

A good job provides opportunity for personal growth. In this regard, the job of Commissioner is a very good job.

Given the privilege of serving this country that we love so much over the last several years has afforded me a deeper understanding than I otherwise would have ever had of the responsibilities and privileges of citizenship. It has also given me a graduate education in how our unique system of government works—an experience, which for the most part, has been uplifting.

The job has also given me a range of life experiences that private sector executives rarely have. I've had the opportunity to meet unusually gifted people, eminent in fields unknown to me. I've been able to explore and gain insight into areas of American life, hidden or obscured from most Americans, which bear on our mission as a government agency. Let me give you two recent examples of these personally enriching experiences.

In mid-July, I had the enjoyable duty of participating in GSA's 15th Annual Child Care Conference in Boston. As usual, it was a joyful celebration of something we do—not only as well or better than anyone in government—but as well as anyone, period. Our Office of Child Care is a source of pride and distinction for GSA. Eileen Stern and her colleagues each

year leverage a pretty modest amount of resources—a handful of people, some contracts, a small budget—into a lot of value for our customers. I can't think of anything else we do that makes so much out of so little or that more perfectly embodies superior value for the American taxpayer.

One of my duties at the conference was to introduce the keynote speaker, Dr. T. Berry Brazelton. Dr. Brazelton is the country's most celebrated pediatrician, and a man, who on a par with the late Dr. Benjamin Spock, has had a tremendous impact over the past half century on how we raise our children. As he spoke, you knew you were listening to a man with complete mastery of his subject matter; that behind each of his assertions, even his deceptively casual asides, lay a lifetime of experience and insight.

As the parent of young adults, I sat there taking copious notes, and wondering how much of his wisdom I had put into practice as a father. Later, over lunch, I had the opportunity (because I was sitting next to him) to hear Dr. Brazelton expand on points of particular personal interest. What a privilege.

A few weeks later, I was two hours north of Minneapolis/St. Paul, Minnesota, on the reservation of the Mille Lacs Band of Ujibwe Indians, as a member of the Advisory Council on Historic Preservation. (The Council is the federal agency that assists other agencies in fulfilling their historic property stewardship responsibilities.) We had convened on the reservation to gain insight into how Native

Americans view historic preservation issues on tribal lands and generally improve understanding between Indian Country and the Council.

But, of course, meaningful dialogue on the focused topic of historic preservation requires contextual understanding and we were soon discussing the much broader topic, in its many facets, of the complicated relationship between the government and Native Americans. As the grandson of a European émigré, who has never been discriminated against or known material want, and who has been trained to think in the linear, quantitative way of my forefathers, my consciousness of the world view of Native Americans, and the considerable differences in our cultural traditions, was soon raised by our discussions. And my tolerance of and appreciation for the incredible diversity of our

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newsletter is available online:
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our assets



Federal Building and U.S. Courthouse, Wheeling, West Virginia

Wheeling Courthouse Annex Wins Buildings Magazine 2004 New Construction Award

The new U.S. Courthouse Annex in Wheeling, WV, has been named a winner in *Buildings* magazine's 2004 New Construction Awards in the category "Addition to Existing Facility." The awards honor projects with excellence in aesthetics, functionality, originality, use of materials, sensitivity to site, construction program, and considerations of life safety. The Annex, which was selected from a pool of more than 100 projects nationwide, will be featured in the magazine's October 2004 issue.

The Federal Building and U.S. Courthouse in Wheeling was originally built between 1905 and 1914 and is listed on the *National Register of Historic Places*. The facility was expanded first in 1937, then again in 1999, and most recently with the addition of a new U.S. Courthouse Annex.

HLM Design of Bethesda, MD, designed the 98,000 square foot Annex in association with

Goody, Clancy & Associates of Boston, MA. The Annex is linked to the early 20th century Beaux Arts courthouse, transforming it into a full-block complex that addresses the court's needs for more space, increased security, and improved working conditions for court personnel.

Unobtrusive passive and active devices provide effective security for the building, while a large, glazed atrium serves as the main entrance for the complex, portraying the image of openness and public accessibility. The atrium houses *River of Light*, an art installation created for the facility by Mikyoung Kim of Massachusetts. Kim designed *River of Light* to reflect the local West Virginia landscape, using fiber optic technology to create a visual river of color.

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A Healthier Portfolio

PBS is in the third year of implementing the Portfolio Strategy for Restructuring and Reinvesting in the Owned Inventory that is culling non-performing assets from the portfolio

and targeting capital reinvestment funds to performing assets for which there is a long-term federal need. And, the results are significant!

Implementing this strategy is resulting in workout solutions or redeployment of non-performing assets and an increase in the value of the portfolio; decrease in reinvestment needs; and improved space quality for our customer agencies. Pursuing this five-year initiative to completion will ensure continued improvement in portfolio performance.

As of the end of fiscal year 2003:

- Financially performing assets have increased from 36 to 48 percent.
- Rentable square feet of financially performing assets has increased from 52 to 68 percent.
- Sixty-six percent of our assets are earning at least a 6 percent Return on Equity (ROE), demonstrating strong positive annual income relative to investment.
- Seventy-three percent of our assets are achieving a positive Funds From Operations (FFO).
- We have reported as excess 143 assets—achieving a cost avoidance of \$193 million in capital reinvestment needs.
- Vacant space in our owned assets has reduced 8.9 percent to 8.3 percent—well below the industry average. This vacant space comprises "vacant available" (true vacancy) space of 5.3 percent, as well as "vacant committed" (committed to occupancy after renovation) 3.0 percent. Private sector numbers were running 10 to 20 percent and, in some markets, over 20 percent.

This strategy is transforming PBS from a caretaker of properties to a responsible asset manager, seeking to optimize the value and performance of its portfolio.

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*United States Courthouse
Erie, Pennsylvania*

GSA Receives 2004 Construction Award

The Erie County Historical Society (ECHS) honored GSA with a 2004 Construction Award for the recently completed U.S. Courthouse complex in Erie, PA. The award recognizes GSA's outstanding contributions to historic preservation and the community of Erie. The 135,000 square foot complex comprises three historic buildings—the 1896 Erie City and County Library Building and the 1939 federal building, both of which are listed on the National Register of Historic Places, and the front portion of the 1946 Baker Brothers Clothing Store Building, which is eligible for listing on the Register—plus a new annex and connecting lobby.

Once considered one of Pennsylvania's most endangered properties, the Library Building has been restored to its historic grandeur. Inside, a richly detailed rotunda, including elaborate art murals, was restored and now forms part of a new public circulation area for the complex. The historic federal building has been renovated and modernized. The front portion of the Baker Building, a local landmark for many years, has been adaptively reused as a post office. A new Annex provides much needed expansion space for federal offices in Erie. The buildings are joined by a glass connector, which serves as the single point of entry for the complex.

The project is a wonderful example of leveraging federal real estate actions in a way that preserves the vitality and heritage of our nation's local communities while meeting the housing requirements of the federal government.

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Construction Begins on \$125 Million Chicago FBI Complex

Following a May groundbreaking, construction of a new Chicago field office for the Federal Bureau of Investigation is underway. Foundations have been poured, and steel delivery is set for this month.

The build-to-lease complex, with an estimated development cost of \$125 million, will include a 10-story office tower with nearly 450,000 usable square feet of office space, a one-story annex for electronic and automotive repairs, and a garage with secured parking for 520 cars.

The facility will be the third largest FBI field operation nationwide and will consolidate seven downtown Chicago locations, including the field office headquarters in the Everett M. Dirksen U.S. Courthouse.

Scheduled for occupancy in early 2006, the new office is being built on a 10.8-acre site—formerly part of the Illinois Medical District—southwest of downtown.

Higgins Development Partners of Chicago is developing the 800,000 gross-square-foot complex. Chicago-based Lohan Anderson is the architect and Bovis Lend Lease the general contractor. Higgins and Lohan Anderson have been associated in two other GSA projects—an IRS computing center in Detroit and a Department of Transportation regional headquarters in Kansas City.

Higgins will own the facility and have maintenance and management responsibility. The government will pay an annual rent of \$17.9 million during the 14-year term of its lease.

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Building 25's renovated lobby and atrium

Extreme Makeover: Building Edition, Denver Federal Center

After a \$43 million renovation, the Denver Federal Center is now home to five federal agencies with highly specialized needs.

During WWII, Building 25 (as it was then called) was pressed into service producing munitions as part of the 90-building Denver Ordnance Plant. After the war, the plant was converted into offices and labs as the Denver Federal Center. The facility was a maze of chopped up space and meandering hallways, storing leftover photo lab chemicals, rock-crushing equipment, acids and radiological materials, asbestos, and lead.

The Rocky Mountain Region project team faced sizeable challenges in the beginning of the project, and they grew as the project progressed. Due to a tight budget, the team had to become creative. Since they didn't have enough funding to pay a contractor \$2-3 million to serve as the management inspector on the project, they decided to do it themselves. According to Project Manager Jack Cooper, a key element to the success of this project was involving the general contractor and the property management team early on in the process.

Much of the facility's space lacked natural light, so one of the key improvements was the installation of a pair of two-story atriums. Associates went from a dark and gloomy environment, to a well-designed, light-filled space.

Other features include:

- High tech laboratories, field staging areas and offices.
- A secure environment.
- Large windows with mountain views.
- New prominent entrances.
- Café, patios, and lecture halls.
- Sophisticated ventilation systems and air filtration.
- Water and waste treatment technologies.

Special thanks to the GSA project team:

Carole Baca	Mike Lowell
Tom Bant	Jennifer Martinez
Doug Baughman	John Mears
Brenda Bronson	Kevin Phillips
Mike Bystrom	Greg Sebesta
Charlie Carruth	Marnie Smiley
Jack Cooper	Dave Tyndall
Steve Farrington	Steve Wilkes

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Left to right: Steve McConnell, NBBJ; Peter Timler, Canadian Institute of Steel Construction; Jon Magnusson, MKA; Ron Klemencic, MKA; Dan Brown, GSA; and William Hurano, GSA

New Seattle Courthouse Wins National Award

The Civil Engineering Research Foundation (CERF) awarded the 2004 Pankow Award for Innovation to Magnusson Klemencic Associates, GSA, and the Seattle Courthouse Team at the May 12 American Society of Civil Engineers OPAL—Pankow Awards Ceremony in Tyson's Corner, VA. The team won for the steel plate/composite concrete shear wall system that was used for the first time on the new Seattle courthouse. The system was developed over a 24-year period and submitted for the project by Magnusson Klemencic Associates. This unique new system saves weight and cost in the courthouse and provides the primary gravity, wind, and earthquake-resistance system for the building. It is one of several structural innovations in the courthouse.

Collaborators in the project include:

- Rick Thomas, Project Manager, Northwest/Arctic Region;
- Willie Hirano, Senior Structural Engineer, Northwest/Arctic Region;
- The GSA Seismic Center of Expertise;
- The University of California at Berkeley;
- NBBJ Design; and
- The Canadian Institute of Steel Construction.

The CERF Charles Pankow Award for Innovation was established in 1996 to complement existing industry awards, and recognizes organizations that work collaboratively to bring innovative civil engineering ideas into practice.

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A recent "Live!" performance at the Woodrow Wilson Plaza brings a crowd to its feet.

NCR Activates Federal Triangle with Summer Events on Wilson Plaza

The Ronald Reagan Building/International Trade Center (RRB/ITC) occupies an unusual niche in the federal government's inventory of buildings in Washington, DC. It:

- Is the second largest federal building in the country (surpassed only by the Pentagon);
- Has an equal mix of federal office space and publicly accessible uses;
- Marks the completion of the Federal Triangle (area in downtown Washington where nine buildings, or 7 million square feet of space, were built by the federal government between 1926 and 1938—an unprecedented expansion of federal office space in the National Capital); and,
- Has transformed the Federal Triangle from a barrier between tourists on the National Mall and merchants in downtown Washington into a means of knitting these two districts together.

But live, outdoor entertainment programs offer an even more powerful magnet during the peak tourist season. For the past several summers, NCR has provided outdoor entertainment on Woodrow Wilson Plaza, just adjacent to the RRB/ITC. Throughout the summer, the "Live!" program offers free concerts and performances every weekday. On Friday and Saturday nights, the outdoor nightclub "Air" opens for business until the early morning hours.

This summer's "Live!" schedule illustrates a diversity of performing arts styles offered by local groups and individuals, including an American Idol-type search for talent; improvisational comedy groups; a variety of international style musical and dance groups; and a summer-long competition for the most authentic impersonator of the late Latin diva Celia Cruz.

"The RRB/ITC has been a smashing success," Assistant Regional Administrator Anthony Costa commented. "Public activities inside, as well as

our Wilson Plaza programming, have breathed new life into a part of the city that was previously a dead zone after working hours."

In today's security-conscious environment, the RRB/ITC has demonstrated that government buildings can combine secure, state-of-the-art workspaces with open public areas that everyone can enjoy.

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New England Focuses on Small Business with Networking Events and Conference

The New England Region Services and the Small Business Utilization Center (SBUC) are helping to meet GSA's goal of reaching out to small business owners. Numerous outreach efforts include networking sessions between GSA and a region-wide conference on federal procurement.

On a regular basis, small business owners meet with contracting officers from the different Services to promote their companies directly. These small-scale outreach sessions focus on businesses from certain sectors such as women-owned, veteran-owned, small disadvantaged, HubZone, and 8(a). The most recent session was June 3, when PBS contracting associates met with women-owned firms in the fields of construction and architectural/engineering.

Conferences promote GSA's relationship with small businesses on a larger scale. A May 25 forum, sponsored by the SBUC and Congressman Tierney's office, featured a panel discussion between representatives of several federal agencies and about 65 attendees. On June 29, our New England Region, the MSBDC, and Congressman Tierney's office hosted the

Access to Federal Procurement Conference in Peabody, MA, which allowed more than 200 small business owners to network, check out exhibitor displays, and attend several workshops to learn how to enter the federal marketplace. Regional Contracting Officers provided one-on-one counseling, and SBUC and SBDC associates facilitated the workshops.

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The hot springs of Hakone

Japan Visit Helps Moravec Team Learn Lessons from "Old and New"

When you think of Japan, diverse images come to mind...pedal-powered rickshaws and bullet trains; tranquil temples and bustling city streets; simple farmers and hard charging corporate executives; glorious Mt. Fuji sunrises and harsh neon lights. What better place, then, to showcase the "Old and New" theme of The Workplace Network's 2004 conference for international government building agencies?

Among the attendees at this year's 13th Annual TWN Workshop in Yokohama, Japan were PBS Commissioner Joe Moravec, Deputy Administrator David Bibb (who also serves as international TWN Chairman), Northwest/Arctic Assistant Regional Administrator Robin Graf, and Great Lakes ARA David Hood.

Since GSA will be an organizer of next year's TWN Workshop, to be co-hosted by the United States and Mexico in Washington, DC, the trip was partly a benchmarking mission for the Commissioner's team.

Besides Commissioner Moravec's update on the latest public building developments in the United States, Japanese architects, university professors, and government officials, as well as speakers from Germany, Great Britain, Mexico, and the Netherlands gave presentations.

The conference split the week's activities between the ultra-modern Pacifico Yokohama Convention Hall in the futuristic Minato Mirai urban center and the refurbished 1908 Red Brick Warehouse, home to a modern shopping mall, convention center, and theater. Conference workshops covered the reunification and development of Japan by the Tokugawa Shoguns of the 17th-19th centuries; new workstyles fostered by IT advances, new developments in sustainable design; and renovations of both the Customs House and Osanbashi Pier there in Yokohama.

Fieldtrips introduced conventioners to diverse aspects of Japanese life. The "old" included the Sankeien Tea Garden, the 7th Century Asakusa Kannon Temple in downtown Tokyo, and the hot springs of Hakone, while the "new" featured the Kasumigaseki district—Tokyo's high-rise version of our Washington, DC—and Otemachi, Tokyo's financial center.

One lesson learned was the significance of the language barrier. Though the conference was entirely in English, some of the presentations still needed some "translation." Language outside the conference was an even greater obstacle as witnessed by the local Starbucks, displaying the English labels "expresso," "brewed coffee," and "iced drinks," and Japanese characters on the rest of the menu.

Besides Japan, the U.S., and Mexico, TWN member nations include Australia, Canada, South Africa, and most of northern Europe.

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The GSA "Beastie," made of fiberglass and resembling a singing horse, stands in the corner garden outside the Milwaukee Courthouse as part of the city's summer-long art project.

Milwaukee Courthouse Installs a "Beastie"

GSA Property Management at the Milwaukee Federal Building and U.S. Courthouse recently installed a fiberglass "Beastie" in the flower garden outside the courthouse. The courthouse "Beastie," which resembles a singing horse colorfully decorated with guitars and musical symbols, is part of the city of Milwaukee's summer-long "Beastie Beat."

The Beat is the largest public art project in Wisconsin history, featuring dozens of Beasties decorated by well-known local, regional, and national artists and sponsored by local businesses and residents. The Beasties were on display until Labor Day and then auctioned to raise money for the youth music education programs of the Milwaukee Symphony Orchestra.

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The Heartland: Striving To Increase Awareness of CRM

The Heartland Region has begun to unveil a customer-centric approach to business that provides opportunities for integration of agency services while becoming a customer-driven, high performance organization. This will enable Heartland associates to anticipate customer requirements and meet them proactively.

In an effort to enhance our way of thinking and working, while developing a more cohesive method of working together as one GSA, the Heartland has begun the Customer Relationship Management (CRM) Awareness campaign.

The Heartland Client Care Team will oversee three phases designed to provide awareness to regional associates regarding the philosophies, strategies, and desired outcomes of the CRM concept, as well as develop focus groups to establish CRM implementation processes. Associates will utilize this knowledge toward integrating the CRM tool into the business processes within the region.

The Heartland Region is currently in Phase I, with Phases II and III to begin late this year to early next year. Ultimately the goal for the campaign is to provide awareness and information to associates regarding CRM, in preparation for the national CRM rollout planned for the upcoming year.

The Heartland Region is coordinating this effort closely with the Enterprise CRM (ECRM) initiative through Heartland Regional Administrator Brad Scott's membership on the GSA Marketing Council and through the Heartland's participation with the GSA ECRM Communications Working Group.

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Region 4 Promotes Good Practices with NASA

In February, Region 4's PBS associates, Ellen Brooks, Special Assistant to the ARA, and Jeff Jensen, Historic Preservation Specialist, were invited to meet with NASA to share good practice ideas on a recent program started in the Southeast Sunbelt Region. The program involves promoting Region 4's historic buildings as possible locations to film and television production companies. Ellen and Jeff presented some of the benefits GSA has begun to realize from movie outleasing efforts, as well as some of the rules and procedures they've developed in dealing with movie and television production companies.

NASA was very excited by Region 4's model and the possibilities for their property management professionals. Region 4 presented several strategies for getting the word out about NASA's one-of-a-kind facilities to state and local film commissions—the first place production companies usually check with when looking for locations. Filming could occur at one side of the property that is not being used without disturbing agency operations. Another asset is that NASA's secure environs would provide additional privacy and protection. Additionally, NASA offers unusual buildings where history-making events have occurred and have both natural and man-made areas in their inventory, which would make great locations for filming.

NASA expressed their appreciation of this cross-agency sharing of knowledge. Several agency representatives had not considered the possible benefits of having film productions at their facilities. NASA faces some of the same problems as GSA: aging facilities and insufficient funding for reinvestment, and they were pleased to learn about one more technique available to them to take care of their assets.

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Bay View Tower—A Disposal Success Story

What a difference a few years and a strong economy can make! When the Department of Veterans' Affairs announced that it was moving its 650 employees out of the William C. Cramer Federal Building in downtown St. Petersburg, there was a collective cry about the fate of the city's center of commerce. Now, with office space growing scarcer, it turns out that the departure of the feds wasn't such a bad deal after all. In fact, the building, which was sold at a public auction to Gulf Atlantic Real Estate (GARE), is now fully occupied. GARE purchased the building for \$3.9 million and renovated it into Class A office space with luxury conference rooms, furnished private offices, and a prestigious art-deco lobby. Other amenities include a state-of-art phone service, on-site mail services, and reception areas on each floor.

Renamed Bay View Tower, the former federal building was honored with the Building Owners and Managers Association (BOMA) Building of the Year Award. Recently the new owner took Lou Mancuso of the Southeast Sunbelt Region on a tour of Bay View Tower. Mancuso successfully marketed and sold the property to GARE.

Back in 1967, when the Cramer Building was built, the demand on services provided by VA was high with the number of veterans from WWII, Korea, and Vietnam ever increasing. The building, named for St. Petersburg's eight-term U. S. Congressman, himself a WWII veteran who served with the U. S. Navy in France, became the home of VA's regional office for more than 20 years.

About 2.7 million veterans receive disability compensation or pension from VA. Also receiving VA benefits are 578,827 surviving spouses, children, and parents of deceased

veterans. Among them are 136,381 survivors of Vietnam era veterans and 286,048 survivors of World War II veterans. Perhaps the most visible of all VA benefits and services is health care. From 54 hospitals in 1930, VA's health care system has grown to 163 hospitals, with at least one in each of the 48 contiguous states, Puerto Rico, and the District of Columbia. One such hospital is the Bay Pines Medical Center in Seminole, FL. When VA decided to co-locate their service offices with their medical centers, it was to Bay Pines that they moved the 650 employees from the St. Petersburg regional office in the Cramer Building.

At the time VA announced its plans to move to Bay Pines, they were the primary occupant of the Cramer Building. There was also a federal judge and a U. S. Congressman located in the building. When VA finally completed their move to a newly constructed building, the Region Four's Portfolio Division reported the Cramer Building as excess.

The property consisted of an eight-story federal office building situated on 2.02 fee-owned acres in downtown St. Petersburg, FL. The building was steel beam and concrete column structure and made up a city block. There were 136,737 rentable square feet and 101 on-site parking spaces available for the building. One of the major issues at the time of disposal was the presence of asbestos in the ceiling. GSA had estimated the cost to remove the asbestos at \$2.5 million. The purchasers were able to factor this cost into the renovation of the building.

The sale of the Cramer Building is an excellent example of how GSA is able to return its excess properties to productive reuse in the community. Here are the winners:

- The Cramer Building contributes substantially to the redevelopment of downtown St. Petersburg and to the tax base of Pinellas County;
- The new owners have been able to realize

a positive return on their investment;

- Veterans no longer have to travel to two separate cities to get the help they need, and, most importantly;
- GSA, by timely removal of this property with potential problems from its portfolio, was able to redirect resources to providing world-class workplaces for other customers.

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Inter-government Transaction Exchange (IGTE)

On April 20, the OMB elected to delay the deployment of the Inter-government Transaction Exchange (IGTE) until the results of an independent evaluation study can be assessed. During this time, the pilot project between the National Science Foundation and the Patent and Trademark Office (PTO) and GSA/PGS will continue.

IGTE is a project that was initiated to improve the administration and accounting of financial transactions between federal government agencies. The project is sponsored by OMB and is a key initiative in the federal government's 5-Year Plan to Improve Financial Management.

A key objective of IGTE is to standardize the process for acquisition of goods and services between federal agencies by using standard processes and common data elements to integrate disparate systems and processes currently found across the federal government. It is intended to reduce payment and collection problems, and enable swift and accurate revenue and elimination processes for preparing consolidated financial statements. The goal is to streamline ordering, billing, and collection, as well as improve the financial settlement process between government entities.

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Rent On the Web (ROW)

5.0 Release

PBS is in the process of incorporating enhancements to the existing Rent On the Web (ROW). ROW provides our customers with their monthly rent bills and data on-line.

These enhancements are a direct result from a collaboration of suggestions and recommendations received from both our internal and external customers. The system enhancements include the following:

- Rent Estimate: Projection of rent and other charges for GSA-managed properties from a snapshot of the building inventory for the budget year two fiscal years away.
- Combined Lease and CBR Expiration Report: Three options in the report tab for expiring reports: 1. All, 2. Lease, and 3. CBR. The "All" option will generate a lease and CBR combination.
- Management One and Management One by Region Report(s): These reports provide billing information on all agencies/bureaus billed for the month (including a grouping by Occupancy Right: Federal Owned, Leased, Portfolio Leased, USPS, and Purchase Contracts).
- Capability to print selected bill/pages: The user may now print only selected pages or may select to print all pages.
- CBR Information Profile: When results are returned for a specific search, the CBR number is now a hyperlink and displays pertinent information on that specific CBR on a pop-up screen.
- Text Search: Users can now search for bills containing specific text, such as a building name or a specific GSA contact.
- Effective: August 04: Year-to-Date Totals in the Comma Separated Values (CSV): The advance CSV spreadsheet now contains a column with year-to-date totals.
- Effective: August 04: R/U Factor in the

Advance CSV files: The advance CSV spreadsheet now contains a column with the R/U factor. NOTE: The factor is by CBR and not by line item; therefore, the same figure is repeated for each line in the CBR.

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National Office of Customer Services Management Hits a Customer Home Run

On April 20 and 21, 2004, the National Office of Customer Services Management (ONCSM) hosted a customer conference with the Citizenship and Immigration Services (CIS), a component of the Department of Homeland Security (DHS). The conference served a dual purpose. The venue allowed GSA to better understand CIS needs since its transition to DHS and CIS had the opportunity to meet the GSA Regional Account Managers (Casey Bowen, National Account Executive; Steve Rosen, Deputy NAE; and Tracy Graham, National Account Manager). Over 40 attendees participated in the two-day event, covering a number of topics.

As a result, GSA is gaining a better understanding of CIS' mission needs and helping to provide them with strategic direction. GSA is partnering with CIS to help them develop a national Solicitation For Offers (SFO) template reflecting its new program now that enforcement activities are no longer part of the CIS responsibilities. GSA and CIS met twice and are developing a draft SFO, which will have a final team review the first week of August and then be released to both GSA and CIS associates for comment at the end of August. The goal is to have it ready for full national implementation by October 1, 2004. This SFO will focus on lease projects, which require new construction and will reflect not

only CIS' new program, but also elements of Design Excellence in Leasing and LEED requirements using a two-phase best value procurement approach. For more information on the SFO, contact Laura Strohbach 202.208.0664, Mike Dunbar 617.565.6228, or Jane Senk 860.240.3542.

contact: sally mayberry, 303.236.8000x2322



The Great Lakes SSA Client Service Team includes (back l to r) Jerry Kosman, Peppi Wilson, Jason Bazarko, Paul Schmitt, (front l to r) Selena Haavig, Anna Kiryk and Melissa McKenna (not pictured: Glenn Deacon and Steve Henderson)

SSA Client Service Team Celebrates 10-Year Anniversary

On August 1, 1994, the Great Lakes Region formed a Client Service Team (CST) to focus exclusively on the needs of the Social Security Administration. SSA recently joined Region 5 GSA in a ceremony to celebrate the successful 10-year collaboration of our two agencies and recognize the accomplishments of the CST, which include:

- Placing most of SSA's 233 field offices in new facilities customized to precisely meet their specialized needs;
- Redesigning the real estate lease and procurement process;

- Conducting monthly meetings on project status;
- Training SSA staff about GSA procedures; and,
- Helping SSA with countless dilemmas concerning issues such as security, lease administration, postal buildings, and billing.

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FY 2006 Rent Estimate

In June, the Office of Management and Budget notified GSA that the FY 2006 Rent Estimates could be distributed to our customer agencies. Our customers use this information in preparing their Space Budget Request Justification on their FY 2006 budget requests. Rent Estimate information was provided in electronic format via email. To see the customer agency mailing list and a copy of the cover letter, you can go on the PBS Insite:

Click on "Office of the Chief Financial Officer," then click "Revenue," and then "Rent Estimates," or simply use the web address: http://insite.pbs.gsa.gov/ph/rent_estimates.htm

The Rent Estimate is also now available on the "Rent on the Web" site, as mentioned above. Rent on the Web must be accessed through the "ERP One-Stop-Shop": <http://bis.pbs.gsa.gov/erp/Welcome.asp>. On the left side of the screen, underneath "Applications/Business, View Only", click on Billing (ROW).

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our human capital

Five Regions Select New Regional Historic Preservation Officers

The Center for Historic Buildings is pleased to announce that five new Regional Historic Preservation Officers (RHPOs) are now serving in the Northeast Caribbean (R2), Heartland (R6), Rocky Mountain (R8), Pacific Rim (R9), and Northwest Arctic (R10) regions. Associates include, David Anthone, Sylvia Augustus, Elaine Gallagher Adams, James Malanaphy, and Barbara Campagna, respectively. All were hired using a standardized RHPO position description (ADM 1020.2) that requires each region to have a full time RHPO with professional preservation qualifications. This effort, introduced in September 2002, was designed to raise GSA's preservation expertise agency-wide so that GSA is better positioned to meet its compliance obligations, avoid costly project delays, and expand its well-earned position as the leading public agency in preservation.

RHPOs are responsible for administering the regional historic preservation program, providing authoritative counsel to agency management, professional colleagues, state officials, private industry and others responsible for facilities management in government-owned and leased buildings. With wide latitude for the exercise of independent judgment, the RHPO performs functions to ensure regional compliance with the National Historic Preservation Act (NHPA) and related regulatory guidance throughout PBS, as well as conveys GSA's stewardship vision and educates PBS staff, management, and tenant agencies on technical, legal, administrative, and design-related matters. RHPO assignments often involve working directly with the Center for Historic Buildings in Central Office for the development and application of new or significantly revised program methods and approaches, with RHPO recommendations and/or determinations resulting in revised operating procedures or

allocation of program resources. Work performed requires extended specialized training and experience that demonstrates leadership and marked attainments in historic preservation.

The Northeast and Caribbean Region welcomed **David J. Anthone** as its RHPO just over a year ago. David is a LEED accredited conservation architect with over ten years experience as a project architect with the National Park Service (NPS) Northeast and DC regions. David holds great interest and expertise in modern architecture, landscape and urban planning works, and plays a vital role in DOCOMOMO, an organization dedicated to the DOCumentation and COnservation of buildings, sites and neighborhoods from the MODOern MOVement. David can be reached in the Portfolio Management Division in Region 2 at 212.264.1575.

A native New Yorker, **Sylvia R. Augustus** joined the Heartland Region as RHPO in January. She has over 15 years experience in construction management, architectural design, and historic preservation, including public and private sector work, residential and civic projects. Sylvia is an accomplished landscape and portrait photographer and is also an educator having held an adjunct faculty position at the New School University 1998-2003. She has sat on numerous preservation boards and foundations, and her work has been featured in Progressive Architecture and NPS publications. Please contact Sylvia in the Property Development Division at 816.823.4905.

In January 2003, **Elaine Gallagher Adams, AIA**, a licensed architect in Denver, began serving as GSA's RHPO in Region 8. She brings 15 years of historic preservation experience in the private sector to a variety of responsibilities. Elaine is LEED accredited and maintains a particular interest in sustainable historic preservation. She has worked as lead designer on numerous

restoration, renovation, and adaptive reuse projects nationwide, and was named 2004 AIA Colorado Young Architect of the Year. She can be reached in the Office of Property Development at 303.236.8000 x2275.

An historical architect, **James J. Malanaphy, AIA**, has been selected as the new RHPO for Region 9. He comes to GSA from the Alaska State Historic Preservation Office and has 20 years experience as an architect, land use and facilities management planner, and architectural historian. James has extensive experience in federal, state, and local preservation law and has been a featured speaker at National Trust and AIA conferences nationwide. He is currently working within the Technical Services Branch (PCT) and can be reached at 415.522.3179.

Barbara A. Campagna, AIA, has dedicated her career to the field of historic preservation, working for the past 20 years as a preservation architect, planner, and historian. She has lectured extensively, serves on numerous non-profit boards, teaches, and has just published a book on New York's Historic County Fairground Architecture. Barbara was the recipient of the National AIA Young Architect of the Year Award in 2002. She relocated to Seattle from New York to oversee preservation and compliance work on all GSA owned properties in Washington, Oregon, Idaho, and Alaska and can be reached at 253.931.7192.

For more information on GSA's historic preservation program, and other Regional Historic Preservation Officers, please check out the Center for Historic Buildings website at www.gsa.gov/historicpreservation.

contact: joan brierton, 202.219.0192



David Harris, NIBS President; Henry Green, NIBS Board Chair; Vijay Gupta, P.E.; Edward Rytter, NIBS Treasurer; F. Joseph Moravec, PBS Commissioner and Thomas McChesney, NIBS Board Vice Chairman

Vijay Gupta Receives 2003 Institute Member Award

Congratulations to Vijay K. Gupta, P.E., Senior Mechanical Engineer, Office of the Chief Architect, who, in January 2004, received the National Institute of Building Sciences 2003 Institute Member Award. The award cites Mr. Gupta's "highly valued work to improve GSA facilities, including his ten-year stewardship of the Post Occupancy Evaluation Program; his establishment of the HVAC Excellence in Federal Buildings Program; and his meaningful contributions to GSA's efforts to enhance the performance of its buildings and improve its customers' satisfaction".

PBS Commissioner F. Joseph Moravec participated in the festivities and stated "how terribly proud we are of Vijay...for all that he does for GSA...and all that he does for the building sciences industry." He jokingly referred to Vijay as "Mr. HVAC...who keeps us always mindful of the role of engineering in making a

building a great place to live and work." Mr. Moravec added, "but with all that he does for us, the thing that most impresses me about Vijay is his devotion to his profession. I don't think there's a higher accolade to be paid to a professional (than recognizing him) as someone who involves himself and invests himself tirelessly in the state of the art (of his profession). In that regard, Vijay is absolutely emblematic of the best of professionals!"

Throughout his 30- year career with GSA, Mr. Gupta has helped shape the design, construction, operations, and maintenance of federal buildings and facilities. He is responsible for developing and disseminating GSA design criteria and standards. Through NIBS, Mr. Gupta developed the Building Performance and Customer Satisfaction Workshop, which has been conducted in all 11 GSA regions, and has led to an awareness and acceptance of integrating HVAC issues into the earliest stages of a building's design and construction.

Upon receipt of his award, Mr. Gupta reiterated the need for architects and engineers to continue working together from the onset of a building project, thus mitigating troubling issues related to energy usage, operations, and maintenance and, in turn, enhancing indoor air quality, along with customer comfort and satisfaction.

Mr. Gupta became a Fellow in the American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) in 2003, and had earlier been awarded the title of Citizen of the Year from his local civic organization.

contact: christopher kowlessar, 202.219.1604

HCAM Is Here With a Playbook for the Regions

Project Management involves answering an endless set of questions: Who should be invited to planning meetings? How often should the meetings occur? What are the proper communication channels? What research needs to be done? How is a timetable established? How should proposals be packaged and presented? How is everything kept on track?

The regional arm of Our Human Capital Asset Management (HCAM) effort now has a tool in place to help answer these questions and guide PBS associates across the country to deliver customer service in a consistent manner.

This tool, the Transaction Management Playbook (TMP), is the first of several planned playbooks designed to keep all PBS transaction managers - in fact, any PBS associates involved in the customer-facing side of our transactions - speaking the same language, offering the same products and delivering the same predictable, high quality service every time, everywhere, to all customers.

The playbook concept builds upon five interactions common to all customer transactions. For example, when you visit a fine restaurant, someone greets you at the door, provides a menu, takes your order, delivers your meal and presents your check, trying to get every aspect of your visit absolutely right, every time, in order to keep your business.

So, too, must PBS managers strive for a consistent level of customer-driven service in each phase of a project—planning the first meeting, gathering customer requirements, delivering a package of options, presenting a solution, and delivering the project on time and on budget.

The TMP will first apply to potential lease opportunities using the national broker contract and will later be adapted to cover a wide variety of customer-based transactions.

Similar playbooks will also be created for other business processes common to PBS. A playbook for 100% Rent Bill Accuracy is already in the works, and others are planned for Occupancy Administration and Operations and Maintenance.

Each of the playbooks will include ready-to-use templates and interactive planning tools, all available online.

contact: bruce w. hall, 312.353.2605

Great Lakes Region Begins Restructuring by Adding Six Directors

Twelve directors were placed in August, and nearly 200 other supervisory positions will be filled as PBS restructuring begins in the Great Lakes Regional Headquarters.

Newly selected directors include Allison Azevedo, Jennifer Enyart, Bill James,

Michele Sharples, Bob Theel, and Mary Walsh. They join six other current directors—John Dovalovsky, Jerry Guca, Ken Kunesh, Bob Nawrocki, Dale Wells, and Don Whitacre.

In an effort to rebuild around customers, Great Lakes PBS is consolidating most associates into three "production offices:"

- Office of Customer Operations (OCO),
- Office of Tenant Operations (OTO), and
- Office of Property Development (OPD).

"We are trying to bring our best forces out to the customer front-line," said ARA David Hood. "We think of OCO as our full-service tenant brokerage firm, OTO as our full-service commercial facilities manager, and OPD as our full-service real estate development manager."

Each of these front-line offices will be organized into teams—OCO by customer agency, OTO by geographic service center, and OPD by project. OCO's Customer Delivery Teams, for example, will include realty specialists, project managers, regional account managers and a support staff of architects, engineers, and contract specialists—all the functions necessary to respond quickly and efficiently to specific customer agency needs.

Seven "extremely lean" oversight and support divisions will serve as critical liaisons between National Office and regional front-line operations. As the business consultants and strategic advisers to the front-line operations—offering support such as project tracking, policy interpretation, and expert guidance—these "program support offices" are designed to enable the front-line to focus exclusively on responsive, day-to-day delivery of offerings to customers.

These support offices include the Professional Services Division, Expert Resources Division, Organizational Resources Division, Financial Management Division, Acquisition Programs

Division, Real Property Asset Management, and Regional Customer Services Management.

October 1 is the "flip-the-switch" date, with the entire month devoted to smoothing the transition of workload and case assignments from the old work groups to the new organizational teams.

"In our particular case, restructuring our regional headquarters organization was probably long overdue," Hood said. "Our new design was inspired by the thinking behind PBS's nationwide work on Human Capital Strategy, but restructuring alone will not make us customer-driven. This restructuring is simply our local effort to pre-position ourselves for the implementation of the new business processes and associate skill enhancements that will come from the nationwide Human Capital Strategy."

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Swim, Bike, Run! Triathlon!

by Katherine Dirks



In June 2004, I competed in the "Spud Triathlon" in Indian Head, MD, a suburb of Washington, DC, on the Mattawoman Bay. A swimmer through college, all I knew about a triathlon was that it consisted of three arduous races in one day: a 1-mile open water swim; a 25-mile bike ride; and a 6.2-mile run, in that order. In February, I started training. I built up my endurance in the NCR gym after work, and did laps at an indoor pool near the US Capitol. As the weather warmed, I biked around Haines Point, a park on a peninsula in the Potomac River, near the Lincoln Memorial. I ran on the Mt. Vernon Trail, an 11-mile congested stretch of a hiker/biker trail that

runs past Reagan National Airport to the home of our first President. My AWS days were perfect for longer rides; and then came the "brick" transition workouts-biking and running.

There were 361 participants in this Olympic-distance triathlon. On June 13, I finished my first triathlon at 11:06 AM, beating my projected time by 25 minutes. I was timed at 3 hours:6 minutes:6 seconds, coming in 7th in the female age 20-24 category (there were 15 in my age group). The triathlon was a personal journey for me to see how far I could push myself, and I plan to do it again someday. I learned that, with perseverance and hard work, you can accomplish anything if you truly put your mind to it.

Networking: Are You Connected?

A good definition of networking is "the systematic development and maintenance of personal and professional contacts resulting in mutual career benefits." The concept of networking rests on the old principle "It's not what you know, it's who you know." Networking is important no matter what stage of your career you are at. More people are hired or receive promotions by being in the right place at the right time than for any other single reason. The Federal Bureau of Labor indicates that 70 percent of jobs are found by networking.

So, expand your network to include a variety of people: neighbors, other relatives, colleagues, teachers, speakers, and professionals—even professionals in other fields.

Good networking tips include:

- Be organized. Collect business cards and write on the back of the card information that will jog your memory about the contact.
- Follow up with your contacts regularly.
- Be polite and listen to what contacts have

to say, and be direct and specific when seeking help or information.

- Become active in your professional association—attend conferences, serve on committees, and volunteer your services.

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PBS is going APPAS

GSA is adopting a new 5-level performance-rating plan in lieu of the current "pass/fail" system. This new Associate Performance Plan and Appraisal System (APPAS) will begin in the next rating cycle, which means that performance plans under APPAS will be in place for all associates by October 1, 2004.

Why are we changing our performance management system? Refining associate performance on a 5-level scale allows us to more realistically differentiate job performance between associates, and, hopefully, motivate individuals to improve their performance. In support of GSA's strategic goal of maintaining a world-class workforce, GSA is committed to creating a culture that motivates associates for high performance. The new 5-level APPAS supports this goal by linking individual performance plans to organizational and agency goals, making meaningful distinctions between different levels of accomplishment, and providing guidance and accountability on dealing with associates who are having difficulty meeting their performance expectations.

APPAS concentrates on communication, collaboration, and meaningful distinctions between high and low performance, all of which will assist our associates in understanding and meeting or exceeding the expectations set for them at the beginning of each rating cycle. Each associate will have a performance plan that specifically identifies the critical tasks of their job, and how their position relates to

organizational and agency goals. The performance plan, expectations, and how the associate will be measured against those expectations will be developed collaboratively at the beginning of each rating cycle. A balanced approach to measuring accomplishments will be used, taking into consideration input and feedback not only from the supervisor, but also from customers, co-workers, and the associates themselves, as appropriate.

APPAS, in tandem with our new Development Plans, will give associates the:

- a) Opportunity to reach their potential;
- b) Feedback they need along the way; and,
- c) Recognition they deserve

Look for more information on APPAS in the very near future...it's on the horizon!

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Associate Gives Economic Presentations at the IABR Conference

Dennis Gentry, Property Manager for the Knoxville Office of the Nashville Tennessee Service Center, presented three economic papers during the 2004 International Applied Business Research (IABR) Conference in San Juan, Puerto Rico, in March. Business leaders, economists, educators, students, and management experts attended this annual conference from North and South America, Canada, Asia, and the European Union.

Topics and subject matter included:

- The Bush Tax Cuts: A Pedagogical Comparison to the Kennedy and Reagan Tax Cuts. Analyzing aspects of the Kennedy, Reagan, and Bush tax cuts in light of pedagogical economics and historical case examples to predict whether recent tax cuts

would create jobs and spur the economy as predicted by the current administration.

- **Russia's Oil Industry: Suitable for Investment.** Assessing the suitability of Russia's oil industry as an investment vehicle for both the corporate and individual investor. The research provided the major issues and problems the Russian oil industry faced during the past decade and those it will face in the future as it transitions into the international market. A second analysis questioned whether Russia could become a major oil-trading partner with the U.S.
- **The German Economy in Review: Cause and Effect.** Examining the German economy relative to its monetary and fiscal policy impact and constraints that result from the Treaty of the European Union. Current economic indicators were examined to forecast the future of Germany's declining economy and its impact on the Euro.

Mr. Gentry is currently working towards a Doctor of Business Administration degree from the Wayne Huizenga Graduate School of Business and Entrepreneurship at Nova Southeastern University. He completed his course-work in August and is working to complete his dissertation by December. The manuscripts for these presentations were published in the conference journal and were accepted by the University as meeting the publication requirement needed for graduation.

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Kevin Kampschroer: GSA's Shining Star

Though GSA has many who strive and continuously soar towards excellence, there are times when a few good men and women are recognized for their consistent devotion,

dedication, and discipline. There are times where an individual surpasses their own expectations to ensure that GSA not only gets a foot in the door into the 21st century, but both firmly planted.

On June 13, Kevin Kampschroer he received the International Interior Design Association's (IIDA's) Star Award at their 10th annual ceremony. The IIDA's Star Award recognizes outstanding individual contributions in the interior design profession.

As the Director of Research and Expert Services for PBS, one can only imagine the hard and tedious work he put forth. Within the last two years, Kevin has implemented new research programs that have ultimately reshaped and reestablished the PBS' core business focus. This application embodies a variety of disciplines that analyze and measure the connection between space and productivity.

This strategy has allowed Kevin and his research team to shift and enhance the focus of best practices in the workplace. Under his direction, he has created alliances with major league companies, and has collaborated with distinguished national universities, including Carnegie Mellon, University of California Berkeley, Georgia Tech, University of Michigan at Ann Arbor, Harvard University, and Massachusetts Institute of Technology.

Commissioner Moravec also commended and recognized Kevin and his team on the numerous accomplishments that have been and that are still being made when he stated, "The research that Kevin and his team are undertaking on behalf of the federal government is advancing the mission of the Public Buildings Service—providing a superior workplace for the federal government and superior value for the American taxpayer."

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Administrator's Honor Awards Go to PBS

The Administrator's "Profiles in Performance Excellence" award ceremony took place at the Marriott Crystal City Forum in Arlington, VA, on May 21. Award recipients gathered from all over GSA to receive thanks from Administrator Perry for their outstanding contributions.

The Meritorious and Distinguished Service Awards are the very highest awards given for performance at GSA. To be eligible for the Distinguished Service Award, one must have previously earned the Meritorious Service Award. The Meritorious Service Award may be bestowed on individuals or groups.

Nationwide, seven Distinguished Service awardees were selected; two were from PBS:

- Linda A. Osgood, Central Office
- Kenny L. Smith, Region 7

Nationwide, 37 awardees were selected for the Meritorious Service (Individual) Award; 15 were from PBS:

- Donald Eigendorff, Region 2
- Randall Hartwell, Region 4
- Mary Walsh, Region 5
- Allen Webb, Region 5
- C. H. "Buster" Rosser, Region 6
- Janice Graczyk, Region 7
- Wanda Hobart, Region 8
- Samuel Mazzola, Region 9
- Patricia Lear, Region 10
- Patricia Gretskey-Williams, Region 11
- Thomas Lovelett, Region 11
- Marilyn Farley, Central Office
- David Foley, Central Office
- Kay McNew, Central Office
- Henry Singer, Central Office

Of the 12 teams that received the Meritorious Service Team Award; five were from PBS:

- BlackBerry Team,
Office of the Chief Information Officer,

Central Office

- Business Measures Team, Office of Business Operations, Central Office
- Real Property Disposal Division, Transportation Security Administration, Region 7
- Governors Island Disposal Team*
- Missile Site Disposal Team, (Across-GSA) Team**

The Administrator added a new award category this year, an "Excellence in Performance" Award. This award recognizes contributions to GSA's efforts to link the President's Management Agenda with GSA strategic and business goals, the budget, associate performance expectations, and measurable performance targets. Two Excellence in Performance Awards were presented; one to Judith G. Binder from PBS in NCR.

Following the Award Ceremony, Administrator Perry hosted a reception for the awardees and guests.

*This team consisted of associates from PBS CO and Regions 1, 2, and NCR; Office of the General Counsel; Office of Regional Counsel; and Office of the Chief Financial Officer.

**This team consisted of associates from CO PBS, FSS, and FTS, and all regions.

contact: judy davis, 202 501-0346

National Office Completes Human Capital Strategy Placement Process

Congratulations to National Office on completing the Human Capital Strategy placement process. About a year ago, PBS set out to implement a new strategy in its business processes. The goal remains the same and that

is to ensure that PBS has the right people with the right skills in the right places to better serve our customers and the American taxpayer. Approximately 400 National Office associates went through the Human Capital Strategy process.

PBS continues its focus on creating an environment that will empower people to do their best work and fulfill their personal and professional aspirations. An emphasis was placed on communicating regularly. Centralized communication efforts minimized confusion by taking advantage of venues such as:

- Regular e-mail updates
- Creation of a website with consistent website postings
- Job fairs
- Town hall meeting
- Brown bag sessions

A confidential, interactive web feature was established allowing associates to ask questions at their convenience resulting in over 100 inquiries.

Over the next several months, PBS National Office will continue to work to educate associates on how these new business processes will work together to support the regions. Our positioning remains the same. We want to be the source for federal government agencies seeking workplace solutions. We understand our customers' business and workspace needs and offer solutions that leverage the breath of our resources.

contact: sally mayberry, 303.236.8000x2322

our operations

Building Performance Assessment Toolkit

A Building Performance Assessment Toolkit to address a variety of technical performance indicators such as energy, lighting, thermal comfort, and maintenance is being developed at the College of Architecture at Georgia Institute of Technology under GSA's Research Program, Office of Applied Science.

Training on the Toolkit, held in Washington, DC, on June 9-10, introduced the approach to building assessment. The overall objective is to produce an x-ray of the building by providing performance data with medium level of expertise and at low cost. The performance data is to be quickly gathered, objective, and reproducible.

The first set of performance indicators were introduced as follows:

- Energy - The toolkit identifies seven energy consumers in buildings: heating, cooling, humidifying, lighting, pumps, fan, and domestic hot water.
- Lighting - The toolkit measures lighting performance including luminous efficacy (lumens/watt), day lighting, and visual comfort for day lighting and glare.
- Thermal Comfort - The toolkit identifies these areas: space air diffusion; asymmetric radiation; cold draft; occupant diversity; heating, ventilation, and air conditioning (HVAC) zoning; and systems response time to raise or lower temperature.
- Maintenance - The toolkit measures maintenance efficiency by assessing manpower resources, managerial span, preventive maintenance performance, equipment condition, urgent repair requests, and failure frequencies.

Case studies auditing these performance indicators on GSA buildings were reviewed in detail. Attendees participated in a web-

enabled Building Performance Assessment Toolkit Tutorial for data gathering and evaluation. Possibilities for this toolkit to enhance PBS operations and customer delivery include:

- Use with customers in defining their requirements;
- As a pre-diagnostic tool to define areas needing more sophisticated assessment; and,
- As a benchmarking tool for GSA buildings for maintenance performance.

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New England Region Plays Important Role in National Special Security Event

Snarled traffic and closed roads, an army of security personnel and checkpoints, displaced employees: these problems, and more, any one of which can present a major headache to building managers, descended on the city of Boston together during the whirlwind week of July 26-30 as the Democratic National Convention came to town.

The convention's host city designated the FleetCenter—built for professional sports matches and concerts—as the main venue for the event. At the time, the choice seemed obvious: the FleetCenter is adjacent to the city's historic neighborhoods and sits literally on top of Boston's transportation hub, housing a commuter rail station and subway platforms and overlooking the entrance to the underground expressway. However, elevated security concerns following 9/11 made the venue seem less a showcase and more of an easy target.

The convention organizers, the Department of Homeland Security, and the Secret Service enlisted the help of our New England Region. The Thomas P. O'Neill, Jr., Federal Building sat next door to the FleetCenter, making it a perfect

staging area for security operations. Additionally, GSA could facilitate communications between the Secret Service, DHS/FPS, and the federal community in and around Boston, a critical element as security requirements grew and changed in the months leading up to the event.

GSA hosted monthly communication meetings between members of Boston's federal community and the Secret Service, and provided credentials for 750 government agency employees who needed access to restricted areas. They managed site selection and construction of space for a command and control facility, constructed additional operations space, and provided 150 Fleet vehicles and 250 parking spaces for Secret Service use. GSA also provided normal and emergency power to perimeter security tents, magnetometers, and x-ray machines.

During that week, more than 200 New England Region associates were displaced from the O'Neill Federal Building. Normal operations continued as employees were assigned to alternate work areas, or teleworked from their homes.

Stated Regional Administrator Dennis R. Smith, "The NSSE created a perfect opportunity to test facets of the region's Continuity of Operations Plan over the course of the entire week."

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Physical Capital Asset Management (PCAM) Division is Up and Running

The mission of the PCAM Division, Organizational Resources, National Office, is to manage the physical assets of PBS, which, among other things, supports the ongoing Human Capital Initiative. Managing the physical

assets for PBS in the "B" Case includes the goals outlined in a world-class workplace for a world-class workforce. PCAM's goal is to provide innovative and strategic real estate solutions and space management that adds value to our workspace. This results in increased productivity, attraction, and retention of a superior workforce.

Research to-date indicates a strong correlation between healthy, sustainable, and flexible workplaces for an organization's associates and decreased churn costs. Strategic workplace programming addresses the business strategy of the organization, how the organizations and its associates work, and the tools provided to help them succeed. Strategic and innovative solutions address the most important organizational resources—its people—while managing the physical assets supporting them. The solutions address the physical needs (space and technology) with the psychological (people's perceptions) and the physiological (health, ergonomics, environmental).

PCAM is initiating a branded work environment project for PBS workplaces. A branded work environment:

- Connects people to the organization's mission, goals, and values;
- Connects people to the physical workspace in a defined and consistent way;
- Creates emotional connection and identity.
- Creates increased communication and productivity and ROI; and
- Distinguishes PBS as an organization that embraces new ideas and solutions.

A branded workplace is a great way to accomplish the new work environment as we move forward in the "B" Case. We will be reaching out to the regions for ideas and participation in this effort, making it a national PBS branding project.

contact: frances e. mazarella, 202.208.2341

PBS Launches Customer Profile System

Commissioner Moravec kicked off the Customer Profile System (CPS) ceremony on April 28 by cutting a ribbon as a celebrative gesture for the launching of a tool to provide PBS associates with a more intimate understanding of our customers' needs.

CPS was developed to support the PBS National Accounts Program in building strategic relationships with our customers and gaining insight into their short- and long-term needs. The application uses technology to allow access to customer overview, quantitative data, intelligence, strategies, contacts, and pertinent documents, helping PBS more efficiently manage customer information and priorities. This will enable PBS to meet not only every day customer needs, but will play a key role in shaping the long-term workplace needs of our customers. CPS brings PBS closer to being a customer-centric organization; is a reflection of our commitment to superior customer service; and is a significant first step in the development of the overall GSA Enterprise Customer Relationship Management (ECRM) Program.

CPS can be accessed on the web at cps.pbs.gsa.gov/customerprofile/default.asp.

contact: jenny chau, 202.501.9128

Reimbursable Work Authorization Essentials

Reimbursable Work Authorizations (RWAs) are established to capture and bill to our customers the cost of altering, renovating, repairing, or providing services in space managed by GSA over and above the basic operations financed through Rent. There are two types of RWAs: Recurring and Non-Recurring.

The recurring RWA is used to provide services to the customer where the costs of those services cannot readily be separated from standard operating costs. Recurring RWAs cannot cross fiscal years but may be established to cover any period of time such as a month, quarter, six months, or a full year. The overhead charged to a recurring RWA is a flat rate of \$100.

The non-recurring RWA is used to provide services to the customer when the costs of those services can be specifically identified. A sliding scale overhead rate is applied to all non-recurring RWAs. The overhead rate is based on the RWAs authorized amount. The non-recurring RWAs, with the exception of the Blanket RWAs, have a five-year limit unless the customer provides "no year" money. The Blanket RWAs are limited to one fiscal year and are established to cover routine, low-cost services so that a new RWA is not necessary each time an item is needed. The maximum overhead charge for a non-recurring RWA is \$30,000.

GSA's policy is to charge direct labor to an RWA if the time spent was for providing the work requested on the RWA. The time spent supporting the RWA work is not charged as direct labor to the RWA.

GSA's authority to obtain payments for the services, space, quarters, maintenance, repairs, or other facilities PBS provides is found under the Property Act. Since federal agencies are responsible for their own programmatic needs and costs, it follows that those agencies should use their appropriations to pay the cost of work performed on their behalf or in furtherance of their missions. In the absence of statutory authority for GSA to absorb these costs, any unreimbursed costs to GSA on behalf of another agency could be viewed as an unauthorized augmentation of that agency's appropriations. Reimbursable services, provided

on an actual cost basis, must recoup all of this agency's costs in providing those reimbursable services, and thus must be allocated overhead. This understanding is consistent with previous GSA Inspector General reports and with Comptroller General decisions interpreting interagency reimbursements under the Economy Act.

GSA used the information gathered from various internal and external reviews to determine the amount of costs associated with the RWA program, which must be recovered. The indirect costs that are recovered are characterized as non-business line general and administrative overhead expenses such as personnel, legal, finance, workers compensation, unemployment compensation, nationwide IT costs, Office of the Commissioner, regional staff offices, etc.

After an extensive analysis of the RWA program, GSA decided:

- That a sliding scale rate was more equitable than a fixed rate for nonrecurring RWAs since overhead costs do not rise proportionately with the dollar amount of an RWA;
- That a formula similar to that used to compute tax tables would be more equitable so RWAs at the bottom end of the range would not be penalized; and,
- To cap the amount of overhead charged in order to remain competitive and prevent overcharging overhead on mega projects.

The analysis further led to the determination that Recurring RWAs will be charged a \$100 flat fee for overhead because there is a much smaller volume of GSA time spent on these RWAs due to their automatic billing routine. This covers the cost of preparing the RWA, booking the RWA, billing the customer, collecting amounts due, and recording all entries into the financial and management information systems.

contact: ronald kobus, 202.208.7902

Data Accuracy Redesigned for FY2004

The Data Accuracy check for FY2004 has been redesigned to mirror the Rent Bill as seen through the customer's eyes. The redesign will also position PBS for the required interface with the Intragovernmental Transaction Exchange (IGTE).

As part of the PBS Linking Budget to Performance program, the Data Accuracy sampling measures PBS' commitment to bill customers accurately and as promised in the Occupancy Agreement (OA) process. Each year 25 leases and 25 federal buildings are selected at random for the sampling. The OA, the lease, and appraisal data are compared to the data in STAR and on the customer's bill.

This year the sampling pool has been expanded to include Client Billing Records (CBRs) from the entire leased and owned inventory instead of being limited to the highest dollar value CBRs in the top half of the inventory. A single target of 98% accuracy has been established for all regions. The concern that the most errors continue to occur in owned shell, owned operating costs, and leased shell with an impact of \$5.2 billion (76%) to our total revenue, along with the OMB mandate to implement the IGTE that imposes a 100% accuracy standard, influenced the decision to set the single nationwide target.

Lastly, the revised sample checklist reduces the number of elements that are checked. The sampling check will be done by Booz/Allen/Hamilton, Inc., with the executive team taking a more active role this year and will be conducted from September 22 through October 22, 2004.

For the latest Reference Guide and Sampling document go to: http://insite.pbs.gsa.gov/pe/performance_measures/performance_measures.

asp?Expand=submenu0, scroll down, and click on Data Accuracy FY2004.

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Automating Our Leasing Function

In May 2003 the eLease pilot was launched as the result of a FY00 audit and subsequent Electronic Lease Management Study by the Realty Leadership Network (RLN) and PBS CIO. The eLease Pilot Application was designed to help automate a set of daily functions of Realty Specialists through the utilization of a workflow engine and integration of existing information systems.

The eLease Pilot system provides electronic templates and workflow within the system to route documents to the appropriate parties. In addition, eLease:

- Assists the Realty Specialist to electronically manage lease acquisitions and administration
- Reflects each manual task that the Realty Specialist performs in an automated format
- Assists the Realty Specialist in performing tasks and managing brokers
- Electronically houses the documents generated during a lease procurement and administration
- Integrates scanned existing lease files

An eLease Integrated Project Team (IPT) of Realty Specialists from Regions 2, 5, 8, and 10 have been piloting eLease. The eLease IPT includes members of the Office of the PBS CIO and Office of National Customer Services and has been acting as the stakeholder group, representing the Realty Specialists information needs and interests.

eLease is a major component of the PBS Portal and eBusiness Strategy effort put in place by GSA to implement electronic leasing processes,

procedures, documentation, and management. With management's approval, a fully functional production version of eLease will be deployed nationwide in 2005/2006.

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New National Broker Contract and Changing Role of the Realty Specialist

Soon PBS will be awarding a new National Broker Contract (NBC) to support our nationwide Real Estate Program. This contract will serve as a useful tool in anticipating customers' needs and proactively planning and providing for them. More specifically, it will:

- Increase the capacity of real estate resources allowing associates more time to manage projects and customer relationships;
- Enable PBS to leverage its national position in the market and take advantage of the best financial terms being offered; and
- Provide consistent and coherent services from Region to Region, leading to better overall customer service.

The role of the Realty Specialist is much broader today than it was a few years ago. The role will continue to evolve into one of a project manager—spending more time managing the business and customer relationships and less time performing technical tasks.

A great deal of time has been devoted to developing a scope of work for the new Broker Contract that will provide us with the type of services we need to effectively support our Realty Specialists. The results are clear, we must use these contracts to a greater degree than we have if we want to get the best broker teams to support our real estate program.

This is an exciting time for the Public Buildings

Service and the new role of the Realty Specialist will become even more essential as we carry out our mission of providing a superior workplace for the federal worker and superior value for the American taxpayer.

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Security Billing Changes

Beginning in FY 2005, customer agencies will receive two bills from GSA—one for rental payments and another for Basic and Building-Specific Operating Security charges. The payment for these security charges will be made to the Department of Homeland Security's Federal Protective Service and not to GSA.

The following clause has been added to all Occupancy Agreements and Section 3.2.6, Security Charges, of the Pricing Desk Guide is currently under revision to reflect the pricing implications of the transfer of FPS to the Department of Homeland Security:

NOTE: Beginning in FY 2005, payment for FPS-provided Basic and Building Specific Operating Security will be made to the Federal Protective Service (FPS), Department of Homeland Security (DHS) and will be separate from rental payments to GSA (OMB Object Class 23.1). Charges for FPS-provided security are determined by, and may be obtained from, FPS.

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PBS Portal: Vision, Accomplishments, Plans

The PBS Portal (pbsportal.pbs.gsa.gov) initiative is at the core of the PBS eBusiness Strategy and addresses all four of its major goals:

- Enhancing customer relationships through new channels;
- Making information easily accessible;
- Conducting eBusiness transactions; and
- Anticipating future technology needs.

What does it mean in practical terms? We often refer to the analogy of a "dashboard"-where all the tools that one needs to do his or her job are conveniently consolidated; that furnishes content intuitive to each user's needs while providing the convenience of a Single Sign-on to PBS's national applications; that serves all PBS regions, business lines, and customers.

The first release of the PBS Portal (Release 1.0) was deployed last February with the purpose of implementing the powerful (in terms of its scalability and interoperability) hardware and software architecture behind the PBS Portal. The PBS Portal Team is now refining requirements for the next release including:

- Customization and elements of personalization;
- New Single Sign-on to applications;
- Representation of more PBS User Communities; and,
- "Localized" content management.

Every release will be a step toward implementing the "dashboard for every associate" vision for the PBS Portal, which also means implementation of PBS's important eBusiness goals.

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Billing Off the Occupancy Agreement

A new billing system is being designed to bill customers for space and services with information from the Occupancy Agreement (OA) instead of from the System Tracking and Administering of Real Property (STAR) System. OA Billing is intended to improve rent bill data accuracy by using the actual rental rates, and square footages from the final OA, reduce customer adjustments and chargebacks, and provide better audit controls of our customer agency rent billing. Implementation is targeted for spring of 2005.

Customers will be able to accurately verify rent and space charges with the same information that was provided to them when they signed the Occupancy Agreement. There are no plans to change the format of the current bill, other than removing the basic and building-specific security charges.

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Services an E-Gov Initiative

Did you know that one of the free services USA Services provides to federal agency partners is responding to their misdirected phone calls and e-mails from the public? They will either provide an answer, or promptly re-route the inquiry to the right agency.

Although 20 agency partners have signed up for the USA Services' program, this service is being underused because it is not yet widely known through the agencies. As a result, the USA Services team is launching an awareness program to ensure that federal employees, especially those who have the most direct contact with the public, are aware of this proactive response to misdirected citizen inquiries.

During the next two months, there will be a concentrated effort within GSA and other USA Services partner agencies to get the word out about how to redirect misdirected phone calls and e-mails from the public.

We are asking all associates to:

- Send misdirected phone calls and e-mails that should go to another part of GSA to the proper associates, as usual;
- Refer misdirected phone calls for other agencies to 1-800-FED-INFO; and,
- Forward misdirected e-mails for other agencies to notgsa@gsa.gov.

The success of this program depends on your support in making sure associates in your organization who regularly interact with the public know about this helpful service.

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New Pricing Policy Clarification on ROI

The June 18, 2004, memo capturing the new authority granted by OMB allowing PBS to convert existing property from appraisal based to ROI pricing is now available for downloading on gsa.gov. Click on the "Buildings" tab, then "Real Estate Services," "Rent," and "Rent Library."

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Heartland Develops New Strategies to Enhance Customer Service Through Cross-Service Cooperation

GSA1 is about building a responsive, cohesive region that is strongly focused on customer satisfaction. While the idea of cross-service cooperation is not new to the Heartland, it is often overlooked in developing standardized strategies and solutions.

An opportunity for cooperation between Heartland PBS and FSS' National Customer Service Center (NCSC) to develop a GSA Client Care Program arose during a meeting in support of Administrator Perry's "One GSA" initiative. Thus, the PBS/FSS Client Care team was developed, and the Total Contact Center (TCC) concept was born.

Phase II, of a five-phase approach to design, develop, test, implement, enhance, and expand the program is currently underway. The result will be to provide a single point of contact for PBS customers via e-mail, telephone, or the web. The TCC will be responsive to clients in a variety of individual program areas with the main focus being the ability to receive and forward client requests for services and information. Well-defined procedures will ensure that correct information is provided without delay, to appropriate PBS personnel or contractors for action.

By implementing a centralized call center with trained, courteous staff provided by the NCSC, which currently provides customer service support for FSS and FTS, PBS will be able to simplify its interaction with customers while maintaining the necessary personal touch. Full implementation of the project is currently being planned for December 2004.

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Cross Service Training

At the request of Ms. Carol Bowling of the Federal Highway Administration, a cross service panel of GSA associates from the National Office and Regions 3, 9, and 10 on June 29 presented a training session depicting "One GSA" at the FHA Training Institute in Arlington, VA. This business case format illustrated the efficiencies and economies of using a comprehensive approach to addressing client workspace needs and requirements. The interactive format of this training exercise, which was initially introduced at the 2003 West Coast Customer Workshop, provided an opportunity for rich engagement between GSA and our customers about the vast array of GSA products and services.

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A First Time For Everything

There's no mistaking the fact that the U.S. General Services Administration (GSA) has and will continue to make a name for itself within the entire government community. Throughout GSA's run as a federal agency, it has been able to provide customers with the best service possible. GSA has managed to not only present itself as a well-oiled working machine, but has also presented character, dignity, and above all, honor.

The National Building Museum witnessed great things happening within GSA, and acknowledged their achievements by presenting them with the National Building Museum's prestigious annual Honor Award on June 3, 2004 during a black-tie gala celebration.

The ceremony was held in the landmark Great Hall of the National Building Museum in Washington, D.C. This award was a rarity since GSA became the first federal agency to ever receive it.

The National Building Honor Award was given in recognition of GSA's success in creating and maintaining innovative workplaces for the federal community. Administrator Stephen A. Perry accepted the award on behalf of GSA with these thoughts, "GSA is exceptionally proud to receive the National Building Museum Honor Award for 2004. Being selected as the first federal agency to ever receive this honor is a tremendous reward for all the good work that our associates have done in the past, and will serve as strong inspiration and motivation for our efforts in the future."

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an interview with



Can you discuss the mission of the National Office of Customer Services Management and how it fits in with the PBS mission?

The Office of National Customer Services Management has changed from the former Office of Customer Service. The new office now has two areas of responsibility—PBS's national customers and our real estate development business processes. PBS's real estate development process starts with the development of a customer's requirements. It includes our business processes where we develop solutions based on those requirements and finishes with the processes we use to implement those solutions.

PBS's new mission is to become "Customer Centric". This means putting the customer first. We are putting more emphasis on executing our transactions as a service for the customer. We are going that extra mile for the customer; making the customer's needs a priority. We will still have many rules and policies that we need to observe - but where we are able we need to pay attention to our customers' needs. PBS has a great history for executing transactions well. Building on that tradition, we are moving to ensure that we have excellent communications with our customers to match our transaction processing excellence.

We are still doing customer service, but we will be changing the focus to account management. When one thinks about customer service, it's usually to bring something back, to exchange, or to complain about a transaction or product. On the other hand, account management is a more proactive approach. We will have national account managers who will be working collaboratively with our largest customers and our regional associates to identify these customers' strategic needs. We will develop

plans to meet those needs. Finally we will be working with all of the many facets of GSA to ensure that we have a strategy in place to ensure that we have the right people in the right places so that solutions are developed and implemented that address our customers' specific needs.

Our national accounts program will focus on PBS's largest and most complicated customers. To help us focus even better on our customer's missions we will segment customers based on their specific missions. This will help us to leverage our resources and provide the best service that we can. We are beginning with five customer mission segmentations: Defense/Security; Law Enforcement; the Judiciary, Regulatory Agencies and Public Access.

What are some of the greatest challenges you face?

One of our major challenges will be to manage the numerous changes that are or will shortly be before us. In addition to our new national account program, over the coming year PBS will be initiating a new National Broker Contract. As part of the roll out of the new contract, transaction management playbooks are being created that address the many things our regional associates should be doing with our customers throughout the space acquisition process - and this will help to improve our communication and standardize our interactions with our customers.

PBS has a renewed customer focus, as well as a new national office. From my point of view there are three priorities that I will be focusing on to deal with all of our challenges.

First is enhanced communication. We will be working closely with the regions to create the account management program, to create and maintain our customer relationship software,

to continue to provide realty policy support and guidelines, and to maintain a close collaboration with our National Office functions and programs and, of course, our regional associates.

Second is tools. We will provide the necessary tools for our associates such as project management handbooks and software, leasing tools like e-lease, and ensure that we are minimizing the need for our associates to input data and maximizing the dissemination of that data throughout our entire organization.

Third is training. Training is very huge to me. We are preparing training programs for the rollout of the national broker contract. We will be working with the Office of the Chief Architect on more project manager training. And we are currently creating and implementing a training program that will bring all the different knowledge components of PBS to all of our customer account managers, wherever they are located.

What are your thoughts on the future direction of your office?

The direction of the office will be evolutionary and collaborative. We are in the process of learning more about our customers, gathering information and setting the groundwork. Over the next two years, we will be working closely with our regional associates to create strategic plans for our national customers. We will become more involved with demand planning which is where we will take all these strategic plans and consolidate them. We will consolidate these requirements on a national basis, breaking them down to regional requirements, and providing this information to the regions. This will help everyone to manage his or her activities and coordinate everything so that we're not only acting as one PBS but as one GSA.

The people that we select to interface with our customers need to have a very high level of skill. They need to understand how leases are done, and how buildings get built and managed. They also need to be able to build and grow relationships – with our customers and with our associates. Also, it’s very easy to lose sight, when you’re at a national office, of who is actually doing the work. I will never lose sight of the fact that it’s our regional associates, working on a day-by-day basis with our customers, who have developed these wonderful relationships over the years.

You came to PBS from the private sector. Tell us a little about yourself and how you became involved in real estate and customer service.

I started as a Commercial and International Banker at The Chase Manhattan Bank as a Credit and Marketing Officer. I was responsible for both the marketing and the financial engineering aspects of the bank’s relationships with major corporate customers, institutions and governments. It was a very intense customer-oriented activity. I eventually moved on to investment banking, which landed me at Merrill Lynch in New York. From there, I made my way to what was then called First Boston Corporation. This is where I made the transition into real estate. I went to London for a couple of years to work on a major project called Canary Wharf. I returned to Washington, DC and worked for The Oliver Carr Company, which was a major Washington D.C. office developer. There I was responsible for about half of Carr’s downtown development activity. The Real Estate Depression hit in the early 90’s and that is when I started my own company, which ultimately evolved into Concord Partners, a boutique development firm in Washington, DC. For the last decade, I have focused on large, complex institutional real estate projects as well as urban planning and numerous civic and cultural activities.

How does the way the private sector operates differ from how PBS operates?

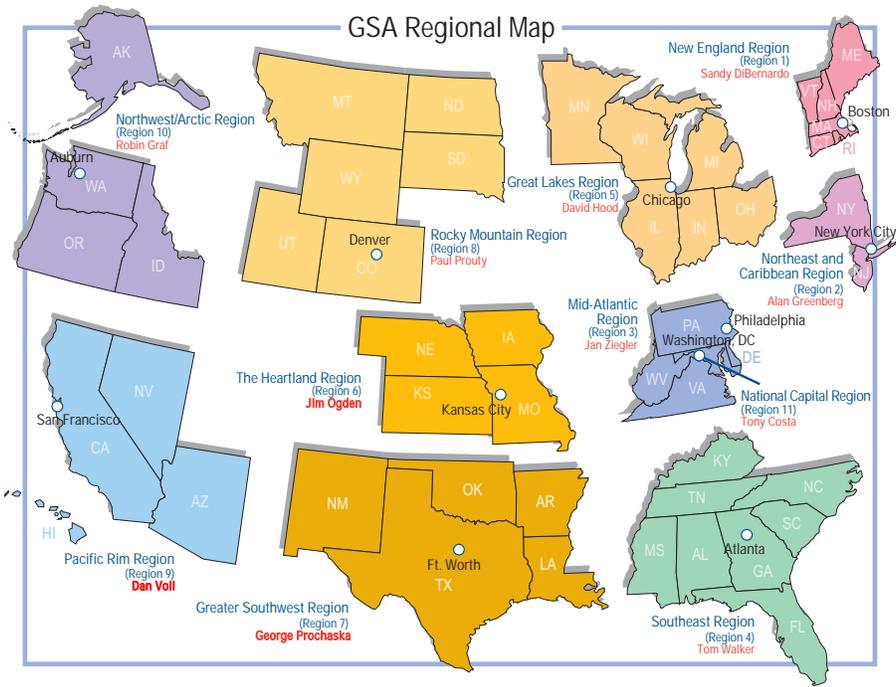
PBS’s core real estate business is very similar to the private sector. Like the private sector we both have very high-quality people who are very knowledgeable and who are working to provide our customers with quality space in leased or owned buildings. Like the private sector, we organize ourselves in a way where we put our best people on the most difficult parts of our transactions. However, there are differences. As government, we have many more rules and procedures that we are required to follow. Our contracting process is much more complex. The budgetary process tends to be different and in some cases takes more time than the private sector financing model. Finally there is a profit motive in the private sector, which drives everything they do. In government best value is extremely important but we also must focus on other factors as well.

commissioner’s perspective cont’d from cover

American peoples was advanced in a way that it could not have been by other than direct, first-hand experience. What a privilege.

These are the kinds of growth experiences a person can have in government service, if only we are alert to them and open to what they can teach us. As we go about our daily work of serving the nation, let us not forget to seize opportunities to be personally enriched by the experience.

Providing a
superior workplace
for the federal
worker and a
superior value
for the American
taxpayer.



09/01/2004	Section 106 Executive Session	Washington, DC
09/02/2004	Section 106 Training	Washington, DC
09/07/2004-09/11/2004	Advanced Site Acquisition for GSA	Chicago, IL
09/08/2004	Section 106 Executive Session	Denver, CO
09/09/2004	Section 106 Training	Denver, CO
09/14/2004	Section 106 Executive Session	Philadelphia, PA
09/15/2004-09/15/2004	Sweetgrass/Coutts Border Station Dedication	Sweetgrass, MT
09/15/2004	Section 106 Training	Philadelphia, PA
09/19/2004-09/24/2004	PBS Boot Camp	Washington, DC
09/22/2004	Section 106 Executive Session	Atlanta, GA
09/23/2004	Section 106 Training	Atlanta, GA
10/19/2004	Section 106 Executive Session	Boston, MA
10/20/2004	Section 106 Training	Boston, MA
10/26/2004	Section 106 Executive Session	New York, NY
10/27/2004	Section 106 Training	New York, NY

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